

RECEIVED 1934-1935
FEDERAL BUREAU OF INVESTIGATION
WASHINGTON FILE

INTERNATIONAL SHOE Co.

MANUFACTURERS

1201-1209 Washington Avenue

St. Louis, Mo.

FINANCIAL STATEMENT

November 30, 1930

BOARDS

928438

1435

INTERNATIONAL SHOE Co.

MANUFACTURERS

1501-1509 Washington Avenue

ST. LOUIS, Mo.

FINANCIAL STATEMENT

November 30, 1936

OFFICERS

FRANK C. RAND . . .	Chairman of the Board
WILLIAM H. MOULTON . .	President
HORTON WATKINS . . .	Vice-President
JAMES T. PETTUS . . .	Vice-President
PAUL B. JAMISON . . .	Vice-President
OLIVER F. PETERS . . .	Vice-President
C. D. P. HAMILTON . . .	Vice-President
ANDREW W. JOHNSON . .	Vice-President and Treasurer
BYRON A. GRAY . . .	Vice-President and Secretary
WILLIAM N. SITTON . . .	Assistant Treasurer
ALBERT H. JENKINS . . .	Assistant Secretary
ROBERT O. MONNIG . . .	Auditor

DIRECTORS

ROBERT E. BLAKE	ROBERT L. JORDAN
CLARENCE H. FIELDER	WILLIAM H. MOULTON
ARTHUR B. FLETCHER	OLIVER F. PETERS
BYRON A. GRAY	JAMES T. PETTUS
H. ROY GREEN	JAMES E. QUINN
EDWARD J. HOPKINS	FRANK C. RAND
FRED HUME	JOSEPH O. RAND
LEWIS B. JACKSON	WILLIAM N. SITTON
PAUL B. JAMISON	DICKSON S. STAUFFER
H. EDGAR JENKINS	GRIFFIN WATKINS
ANDREW W. JOHNSON	HORTON WATKINS
H. EUGENE JONES	

TRANSFER AGENTS

MANUFACTURERS TRUST CO., NEW YORK, N. Y.
MISSISSIPPI VALLEY TRUST CO., ST. LOUIS, MO.

REGISTRARS

GUARANTY TRUST CO., NEW YORK, N. Y.
ST. LOUIS UNION TRUST CO., ST. LOUIS, MO.

December 31, 1936.

TO OUR STOCKHOLDERS:

Financial report showing the results of the International Shoe Company's operation for the fiscal year ended November 30, 1936, is submitted herewith.

Net sales to customers were \$84,856,709.55 compared with \$83,073,459.99 last year. Our factories produced 43,968,507 pairs of shoes, against 43,042,230 last year.

Subsidiary plants (sole leather and upper leather tanneries, textile mill, factories making all leather counters, heels and soles, rubber heels and soles, welting, box toes, cartons, containers, chemicals, cements, etc.), produced during 1936 shoe materials and shoe supplies amounting to \$42,343,993.22 which, combined with our sales, made an aggregate of \$127,200,702.77 business transacted.

Net earnings, after taxes, for the year were \$8,416,926.65 which represents an earning of \$2.51 a share on the Common Stock. This compares with \$8,541,962.26 or \$2.55 a share last year.

The Company's current assets of \$62,280,727.53 are ten times its current liabilities of \$6,012,091.14, which include, in addition to a reserve for income taxes, the dividend paid December 15, 1936 and the extra payment to employees equivalent to one week's pay made December 15, 1936.

During the year decision was reached to manufacture a line of low-priced canvas rubber-soled shoes. This was a logical development growing out of the satisfactory operation for a number of years of the Company's rubber plant and cotton mill, which will produce the principal materials required for these shoes. The new canvas footwear factory erected at Hannibal, Mo. adjacent to the rubber plant is completed and will be producing in volume in January.

Among the several serious problems with which the industry of the United States is confronted is the mounting cost of government—local, state and national. This is reflected in higher prices for merchandise and reduced consumption, which invariably retards employment.

When one considers the tremendous increase in our taxes, both corporate and personal, and realizes that the increasing burden of taxes is quite inadequate to meet government expenditures, the significance of the situation is apparent. It places on every American citizen an obligation to co-operate in the reduction of the cost of our government.

We express our gratitude to the employees of the International Shoe Company for their fidelity and loyalty in their work. It encourages the Company to hope for another successful year in 1937.

Respectfully submitted,

INTERNATIONAL SHOE COMPANY.

Frank C. Rand *W. H. Moulton*

Chairman of the Board.

President.

INTERNATIONAL

CONSOLIDATED

As at November 30, 1925

ASSETS

CURRENT ASSETS:

Cash in Banks and on Hand.....	\$	18,986,231.33
Accounts Receivable:		
Customers, less Reserve for Cash Dis-		
counts and Doubtful Accounts.....	\$	15,069,297.23
Salesmen's Traveling Advances and		
Sundry Accounts.....		93,049.79
		<u>15,162,347.02</u>
Inventories at Lower of Cost or Market:		
Manufactured Merchandise.....		9,854,276.93
Raw Materials, Merchandise in Pro-		
cess, and Supplies.....		18,277,872.25
		<u>28,132,149.18</u>
TOTAL CURRENT ASSETS.....		<u>62,280,727.53</u>
Expenses Paid in Advance—Insurance Premiums, Taxes, and		
Other Deferred Charges to Operations.....		412,755.28
Employees Notes Receivable (Under Installment Plans for		
Purchase of Common Stock) Secured by 44,740 Shares of		
Common Stock.....		376,303.90
Company's Own Common Stock—9,700 Shares at Net Cost....		248,175.51
Investment in Five Per Cent. Debentures and Capital Stock of		
Associated Companies (Debentures \$1,000,000.00).....		1,075,000.00
Investment in Stocks and Bonds of Other Companies, Etc.		
(less Reserve).....		263,275.53
Physical Properties at Tanneries, Shoe Factories, Supply De-		
partments, and Sales Branches (Based on Appraisal as of		
April 30, 1925, plus Subsequent Additions at Cost):		
Land and Water Rights.....	\$	2,032,822.78
Buildings and Structures.....		22,864,176.14
Machinery and Equipment.....		17,796,025.60
Lasts, Patterns, and Dies.....		1.00
TOTAL.....		<u>42,693,025.52</u>
Less—Reserve for Depreciation		<u>21,551,667.40</u>
Net Depreciated Value of Physical Properties....		<u>21,141,358.12</u>
TOTAL.....	\$	<u><u>85,797,595.87</u></u>

SHOE COMPANY

BALANCE SHEET

ber 30, 1936

LIABILITIES

CURRENT LIABILITIES:

Accounts Payable for Merchandise, Expenses, and Payrolls.....	\$ 3,206,127.80
Dividend Payable.....	837,500.00
Officers, Stockholders, and Employees Balances.....	243,463.34
Reserve for Federal Income Taxes.....	1,725,000.00
TOTAL CURRENT LIABILITIES.....	6,012,091.14
Insurance Reserves.....	601,849.24

CAPITAL STOCK:

Preferred Stock 6% Cumulative—Authorized 250,000 Shares of \$100.00 each— Outstanding.....	None
Common Stock — Authorized 4,000,000 Shares without Nominal or Par Value, whereof Issued and Outstanding — 3,350,000 Shares.....	\$ 50,250,000.00
Earned Surplus..... (Of the Earned Surplus \$248,175.51 used for the purchase of Company's Own Capital Stock as per Contra)	28,933,655.49
TOTAL CAPITAL AND SURPLUS.....	\$ 79,183,655.49

TOTAL.....\$ 85,797,595.87

INTERNATIONAL SHOE COMPANY

CONSOLIDATED INCOME ACCOUNT

For the year ended November 30, 1936

Net Sales of Shoes and Other Manufactured Merchandise.....	\$	84,856,709.55
Cost of Shoes and Merchandise Sold, after charging Operating Expenses, Maintenance of Physical Properties, Selling, Administrative, and Warehouse Expenses, and Credit Losses, less Discount on Purchases.....	\$	73,601,318.31
Depreciation of Physical Properties.....	1,661,173.26	75,262,491.57
NET OPERATING PROFIT.....		9,594,217.98
Miscellaneous Income.....		177,226.64
NET EARNINGS.....		9,771,444.62
Provision for Income Taxes.....		1,354,517.97
NET INCOME FOR YEAR.....	\$	8,416,926.65

COMMON STOCK CAPITAL AND CONSOLIDATED SURPLUS ACCOUNT

Common Stock Capital and Surplus, as at November 30, 1935:		
Common Stock Capital (Outstanding 3,350,000 Shares).....	\$	50,250,000.00
Earned Surplus.....		28,033,128.84
		78,283,128.84
Net Income, for the year ended November 30, 1936.....		8,416,926.65
		86,700,055.49
Dividends:		
Common Stock, \$2.25 per Share.....	\$	7,537,500.00
Less—Dividends on Company's Own Common Stock.....	21,100.00	7,516,400.00
Common Stock Capital and Surplus, as at November 30, 1936....		79,183,655.49
Divided as follows:		
Common Stock Capital (Outstanding 3,350,000 Shares).....	50,250,000.00	
Earned Surplus.....	28,933,655.49	\$ 79,183,655.49

INTERNATIONAL SHOE COMPANY,
St. Louis, Missouri.

We have made an examination of the Consolidated Balance Sheet of the International Shoe Company and Subsidiary Companies as at November 30, 1936 and of the Consolidated Income and Surplus Accounts for the year ended on that date. In connection therewith, we examined or tested accounting records of the Companies and other supporting evidence and obtained information and explanations from officers and employees of the Companies; we also made a general review of the accounting methods and of the operating and income accounts for the year, but we did not make a detailed audit of the transactions.

In our opinion, based upon such examination, the accompanying Consolidated Balance Sheet and related Consolidated Income and Surplus Accounts fairly present, in accordance with accepted principles of accounting consistently maintained by the Companies during the year under review, their consolidated position at November 30, 1936 and the results of their operations for the year.

St. Louis, Missouri,
December 24, 1936.

PEAT, MARWICK MITCHELL & CO.

SALES BRANCHES

ST. LOUIS

Roberts, Johnson & Rand
Peters
Friedman-Shelby
Continental Shoemakers
Pennant Shoe Co.
Vitality Shoe Co.
Queen Quality Shoe Co.
Dorothy Dodd Shoe Co.
Winthrop Shoe Co.

NEW YORK

Morse & Rogers

BOSTON

Hutchinson-Winch

MANCHESTER, N. H.

Great Northern Shoe Co.
Interstate Shoe Co.

SHOE FACTORIES AND SUBSIDIARY PLANTS

MISSOURI

St. Louis
Hickory St. & Mississippi Ave.
Broadway, Cherokee St. & Lemp Ave.
St. Louis & Jefferson Aves.
Thirteenth & Mullanphy Sts.
Twelfth & North Market Sts.
Jefferson Ave. & Madison St.
3417 Locust St.
Bland
Cape Girardeau
De Soto
Fulton
Hannibal
Seventh & Collier Sts.
S. W. Cor. Maple Ave. & Collier St.
S. E. Cor. Maple Ave. & Collier St.
Hermann
Higginsville
Jackson
Jefferson City
Bolivar & McCarthy Sts.
Main & Linn Sts.
Kirksville
Marshall
Mexico
Perryville
St. Charles
St. Clair
Sikeston
Sullivan
Sweet Springs
Washington
Windsor

ILLINOIS

Anna
Bellevue
Chester
Evansville
Flora
Jerseyville
Mt. Vernon
Olney
Quincy
Springfield
Steeleville

NEW HAMPSHIRE

Claremont
Manchester
Nashua
Newport

KENTUCKY

Paducah

ARKANSAS

Malvern

TANNERIES

ILLINOIS

South Wood River

MISSOURI

St. Louis
Thirteenth & Mullanphy Sts.

NEW HAMPSHIRE

Manchester
Merrimack

NORTH CAROLINA

Morganton
North Wilkesboro

PENNSYLVANIA

Philadelphia

